

...OUR NAVY MUST MAINTAIN ITS ASYMMETRIC ADVANTAGES...

Chapter I

MEETING THE CHALLENGE: SHAPING THE FUTURE



We are a nation and a Navy at war. Global threats are proving ever more complex and unpredictable—from conventional threats posed by nation-states to terrorists armed with bombs. Our enemies will resort to whatever means are available to wreak havoc and destruction—physically, economically, and psychologically—unhindered and unconstrained by moral conscience or social norms. Their intent is to destroy our way of life.

In response to this very real and present danger the Navy must, as part of the joint force, execute its roles, missions, and tasks with a sustained sense of urgency. To counter these threats successfully, our Navy must maintain its asymmetric advantages over any adversary: superior power, precision, advanced technology, information, and people. If we are to retain the initiative today and in the future, we must continue to answer the call with the right combat capability, at the right time, in the right place, and for the right price. We must be—first and foremost—a fighting, seagoing service. We must defend Americans at home and abroad by sustaining combat readiness to win wars, deter aggression, preserve freedom of the seas, and promote peace and security. We must keep our sea-lanes

open for the peaceful movement of international commerce, forge constructive relationships with navies and coast guards around the globe, and provide humanitarian and crisis response to natural disasters.

Sustained combat readiness is one of the Navy's three core priorities... to be achieved while building a fleet for the future and developing 21st Century leaders.



SEAPOWER 21

Sea Power 21 provides the guiding principles and programmatic framework for how we will develop our 21st Century Navy. It is our vision. It is our roadmap. However, Sea Power in the 21st Century demands much more than simply putting ordnance on target. It demands the ability to aggregate and disaggregate forces quickly; it demands highly sophisticated networks, connectivity and stealth; it demands better joint, allied and coalition interoperability; and it demands we build for the future a new fleet of ships, aircraft and submarines to wield sea power across the spectrum of conflict.

Innovative concepts and technologies will integrate sea, land, air, space, and cyberspace to a greater extent than ever before. In this unified battlespace, the sea will provide a vast maneuver area from which to project direct and decisive power around the globe.

Sea-based operations use revolutionary information superiority and dispersed, networked force capabilities to deliver unprecedented offensive power, defensive assurance, and operational independence to Joint Forces Commanders.

The capability pillars of *Sea Power 21*—Sea Strike, Sea Shield, and Sea Basing, and integrated by FORCEnet—are the foundation for the continued transformation of our Navy. Sea Strike enables projection of offensive power from the sea. It employs networked sensors, combat systems, and warriors to amplify the offensive impact of sea-based forces. Sea Shield is global defensive assurance

produced by extended homeland defense, sustained access to littorals, and the projection of defensive power deep overland. Sea Basing enhances operational independence and support for the joint forces provided by networked, mobile, and secure sovereign platforms operating in the maritime domain. FORCEnet will empower all three pillars by tying them together and integrating and enabling their capabilities. It is the operational construct and architectural framework for naval warfare that integrates warriors, sensors, combat direction, networks, command and control, platforms, and weapons into all levels of conflict.

To build these pillars, we have enabled Sea Enterprise, Sea Trial, and Sea Warrior. Sea Enterprise is improving the processes by which we acquire and maintain our fleet through our industrial base. Designed to improve organizational alignment, refine requirements, and reinvest savings to buy platforms and systems, it will transform our Navy and deliver increased combat capability. Sea Trial is actively testing new technologies, force mixes, platforms, and operational concepts. This initiative will streamline and formalize the transition of promising capabilities from validated concept through implementation in the Fleet. Sea Warrior will help deliver a more responsive manpower and personnel system to our Sailors, ensuring our service is manned with the right people, with the right skills, for the right jobs and available at the right time to achieve mission success.

The United States needs an agile, adaptable, persistent, lethal, surge-ready force. Sustaining our current readiness is key to supporting our national objectives. A ready force can “surge” on demand, and today the *Fleet Response Plan* makes that happen.

THE FLEET RESPONSE PLAN

The Fleet Response Plan (FRP) maximizes the Navy’s ability to respond to emergent crises, changes the way ships are maintained, and keeps the Navy at a high state of readiness. FRP provides the capability of deploying numerous Carrier Strike Groups (CSGs), in whole or part, immediately to wherever in the world the mission calls, with additional CSGs deploying within 90 days. This planning is currently structured to fulfill a 6 + 1 potential. Six CSGs would be ready to deploy within 30 days of notification and another within 90 days. The FRP concept was vividly validated by the response to Hurricane Katrina, in which 23 ships were immediately made available for relief efforts. Fleet Forces Command, responsible for providing ships and personnel, proactively positioned naval forces in support of relief efforts quickly and effectively.

The ability to surge dramatically shortens response times to any contingency and enables the United States to increase the global presence-with-a-purpose of its military force to fight the Global War on Terrorism and respond to crises worldwide. Fleet Forces Command, based at Norfolk, Virginia, is leading the implementation of the FRP across the Navy.





Through the FRP, the Navy has increased its ability to aggregate and disaggregate the force as required to provide persistent forward presence and massive combat power. This supports the nation's requirement for an immediate, credible response. The FRP also provides adaptable, flexible and sustainable naval forces necessary to fight the Global War on Terrorism and support the needs of the Combatant Commanders to maintain a meaningful naval presence in key areas of concern to U.S. strategy and policy. The FRP demonstrates the Navy's capability to operate jointly as well as multi-nationally with allies, thereby strengthening our maritime capabilities in support of strategic objectives. The FRP is increasing our capability to surge forces, which directly supports the U.S. Navy's main operational effort to combat terrorism in the maritime environment as well as to remain ready to respond to conventional threats and humanitarian needs. We are committed to working with our multinational partners to dissuade, disrupt, and deter terrorists, pirates and other potential adversaries who attempt to exploit the maritime domain in pursuit of illicit or inimical operations.

By streamlining our maintenance practices, transforming inter-deployment training, and reconsidering our approach to pre-deployment logistics, manning, and equipment, we have enabled the FRP and are prepared to deliver decisive, persistent, and credible combat power on demand. We will maintain a critical "presence with a purpose" in vital world regions and the ability to respond immediately to emergencies as the needs arise.

In parallel with this strategy, the Navy Reserve Force is embarked on a fully integrated, active-reserve transformation to a more flexible unit structure. A vital element of this transformation is focused on providing a rapid surge capability of skilled aviators who have trained with active-duty units, to reinforce them and rapidly boost their capability to generate combat sorties.

The enhanced and expanded readiness availability delivered by the FRP provides the president with unprecedented responsiveness and a ready force anytime, anywhere. Instead of predictable, "lock-step," six-month deployments to pre-determined regions in support of Global Force Management, the traditional approach, the new Flexible Deployment Concept allows units that have attained high readiness to embark on deployments of varied duration in support of specific national priorities. This includes Homeland Security and Defense, multi-national exercises, security cooperation events, deterrent operations, or prosecution of the Global War on Terrorism—often in multi-CSG Expeditionary Strike Forces (ESFs). These deployments provide presence with a purpose and can also occur in less predictable patterns, thereby offering potential adversaries less time to plan against our changing operational timelines. The sustained readiness created via the FRP will enable the Flexible Deployment Concept.



Flexible Deployment Concept implementation will occur under the emerging Joint Presence Policy. The Navy's implementation of these new presence requirements will be carefully monitored to ensure schedules, Operational Tempo (OPTEMPO), and Personnel Tempo (PERSTEMPO) standards are adhered to, thereby minimizing uncertainties for our Sailors or allies.

Further expanding the scope of the FRP, the Navy is moving forward with plans to bolster its land-based operations. Recognizing a growing need for an Expeditionary Security Force, trained in skills associated with advanced level Visit Boarding Search and Seizure, force protection, civil affairs, and cultural awareness (including familiarity with foreign languages), the Navy established the Navy Expeditionary Combat Command to help meet some of the asymmetric challenges of the 21st Century. The Navy also will re-establish a riverine force to close gaps in very shallow-water littoral areas, ensuring access to the world's waterways.

THE "1,000-SHIP" NAVY

The 1,000-ship Navy is not a thousand gray hulls flying the American flag, but rather a voluntary global maritime network that ties together the collective capabilities of free nations to establish and maintain a dramatically increased level of international security in the maritime domain. It is a "fleet-in-being" comprising all freedom-loving nations, standing watch over the seas, standing watch over each other. This 1,000-ship international Navy will also unite nations. Our vision is to extend the peace through an interconnected community of maritime nations working together. The time has come for the Navy to look at Sea Power as a team effort working in a partnership with the Coast Guard as a force to save lives, ensure stability, wage peace, and restore hope—a force for good.





BUILDING A FLEET FOR THE FUTURE

To prevail in the maritime domain, we must build the right fleet, deploy the right aircraft, and maintain the right shore infrastructure required to support them. Our force must be balanced, rotational, forward deployed, and surge capable, with the proper size and mix of capabilities.

While the quality of our people remains both our priority and a source of justifiable pride, we must provide our Sailors with the best available technology and empower them to make independent, informed, and effective decisions. To support the Navy of the future, we must possess today the discipline and the vision to allocate resources for the Fleet of 2025 even as we preserve the readiness of the Fleet of 2006.

Recapitalization and modernization of our Navy involve an appreciation of future warfighting needs and a willingness to address those needs, both of which are evident in ship and aircraft designs being pursued and developed today for the Navy of the future.

Recapitalization and modernization also involve commitment to fiscal and design efficiency to streamline and improve business practices, allowing us to build the future Navy and maintain our current readiness at lowered cost—making that future Navy both affordable and achievable.

LONG-TERM SHIPBUILDING PLAN

Shipbuilding is a national security issue. The Navy's long-term, 30-year shipbuilding plan will ensure we are building today the Fleet of tomorrow. The plan lays the groundwork for acquiring future ships—such as the next-generation aircraft carrier (CVN-21) and the advanced-capability guided missile cruiser CG(X), the DD(X) multi-mission destroyer, the LHA(R) modified-design amphibious assault ship, the *Virginia* (SSN 774) nuclear-powered attack submarine, the Littoral Combat Ship (LCS), and the future Maritime Pre-Positioning Force [MPF(F)]—while funding the modernization and maintenance of our current ships.

The ships that make up tomorrow's Navy will be faster, more agile and flexible, and more capable than ever before to combat tomorrow's threats and provide future Navy leadership with the most capable platforms possible to complete their missions. No one ship will meet the multiple challenges facing the Navy. For example, we need a "family" of surface warfare ships—the DD(X), CG(X), and the mission-tailored LCS—in addition to modernizing the existing Aegis fleet to keep those warships combat-ready. The family also includes the converted Trident guided-missile/Special Operations submarines (SSGN), a premier example of leveraging existing assets in support of transformational requirements.



The Navy's 30-year shipbuilding plan will ensure the Navy is able to sustain its major combat operations force, and has the capability to meet those asymmetric threats that we can only dimly perceive in 2006.

ASHORE VISION

Our shore installations are also critical elements of projecting Sea Power in the 21st Century. Supporting a "Surge Navy" will demand we create a "Surge Infrastructure," one that leverages advanced technology, sound investment and intelligent sustainment for the Fleet, for Sailors, and for their families. The Navy's Ashore Vision (NAV) 2030 is the Navy's roadmap to transform the Navy shore infrastructure over the next 25 years. Within that context, however, the congressionally mandated Base Realignment and Closure (BRAC) process continues.

The Navy must size and locate its ashore infrastructure to ensure it has the RIGHT BASES, in the RIGHT PLACES, with the RIGHT CAPABILITIES, at the RIGHT PRICE. Our bases must be sized, typed, and located to meet the wide range of operational requirements expected. Ashore facility investments and costs must make optimum use of Fleet, Navy, Department of Defense, and other resources.





RIGHT BASES: Installations, institutions, functional support facilities, and services must be available to enable commanders to most effectively and efficiently train, man, and equip operational units.

RIGHT PLACES: Installations and support functions must be relationally and geographically aligned with Fleet operations to enable surge, sustainment and reconstitution.

RIGHT CAPABILITIES: Cost-effective functional support must actively serve dynamic readiness requirements and sustain quality of life.

RIGHT PRICE: Resource allocation must be driven by valid output requirements and return on our investments. Core facilities and services must be sustained.

Beyond their operational functions, our shore facilities are home to many of our Navy families and are enablers to *Sea Power 21*. Future planning must also take into consideration family readiness and our Sailors when they are home from the sea. Bases also must operate in partnership with the surrounding community.

Quality base appearance sends a strong message to our Sailors and the American public. Quality of Service makes our Sailors proud of where they live and work.

To consolidate support delivery, reduce duplication, and improve operational efficiency while enhancing combat effectiveness, we will make every effort to capitalize on joint-basing opportunities with our sister services.

AVIATION ROADMAP

Naval Aviation is about warfighting readiness. Naval Aviation will continue to lead its people and judiciously manage its resources, providing the presence and the unequivocal striking power our national leadership demands and our country deserves. The Naval Aviation Enterprise (NAE) program enables achievement of a more effective and efficient warfighting force. Its process improvement and productivity initiatives exist to guarantee current readiness, secure the future of Naval Aviation, and transform the way we conduct the business of warfighting, at sea and ashore.

The Navy's aircraft like the F/A-18E/F Super Hornet, the F-35 Joint Strike Fighter and the V-22 Osprey coupled with sophisticated weapons systems and sensors, are the best in the world. Most importantly, they are operated and maintained by the smartest, most industrious, and dedicated people anywhere. We will continue to develop new technologies while managing our costs—striking the delicate balance between today's readiness and tomorrow's capability requirements in the joint environment.

The Naval Aviation leadership is committed to ensuring the warfighter is equipped with the most combat-capable, sophisticated fixed-wing aircraft and helicopters to fight the Global War on Terrorism and meet other emerging threats. In that regard, we are taking the necessary steps to ensure new aircraft funding matches warfighter requirements for present and future challenges. New aircraft are needed in the Fleet to replace those that are older and more costly to maintain, and to support future readiness requirements. A strategy called NAVAIR AIRSpeed has been employed to address the cost of operating and maintaining current aircraft and to enhance productivity. This process will also help the Navy afford the aircraft of the future. Further, the dynamics of network-centric operations will translate into redefined standards and metrics for the operational contribution of intelligence, surveillance and reconnaissance (ISR) data to an expanded set of military missions. ISR capabilities will be significantly increased by the next generation of multi-mission maritime aircraft (MMA) as well as naval Unmanned Aerial Vehicles (UAVs) with mission-reconfigurable advanced sensors.

Naval Aviation's *Strategy for Our People* considers the entire enterprise—workforce, military, civilian and contractor support—to develop the optimal mix of skills at the right cost to ensure success across the full spectrum of naval operations.

In short, the Naval Aviation Enterprise is a warfighting partnership led by the Commander Naval Air Forces (CNAF), and forged with aviation stakeholders to drive readiness by optimizing processes and existing resources, and by managing costs.





DEVELOPING 21ST CENTURY LEADERS

Our success in defense of the United States boils down to our people. The men and women of the Navy—active, reserve and civilian—are the lifeblood and the heart of the Service.

To meet the challenges of tomorrow, our Sailors must be empowered to operate, fight, and lead in a variety of challenging environments—from dealing with failing states and ungoverned spaces—to confronting the most technologically advanced countries, “virtual” worlds, and cyberspace. We will work to empower them by transforming the manpower, personnel, training, and education organization into one that better competes for their talent and creates the conditions in which they can achieve their full potential. Our Sailors will be expected to interact with and understand cultures far different from their own. They will be ambassadors, educators, health care providers, mentors, and friends to a diverse cross-section of the global community. They must be equipped to meet these challenges, to excel as professionals, and to develop as individuals.

Our commitment, therefore, is to drive *Sea Warrior* to execution, ensuring our training, education and career-management systems effectively provide for the growth and development of our people and enhance their contribution to our joint warfighting ability. By finding and keeping talents that reflect the diversity of the people from whom those talents are drawn, investing in their education, aligning their jobs, and providing a satisfying work-life balance, the Navy commits to attracting and retaining Sailors who compete to serve and strive to stay.

STRATEGY FOR OUR PEOPLE

The Navy's *Strategy for our People* will provide the guidance and tools to assess, train, distribute, and develop our manpower to become a mission-focused force that truly meets the warfighting requirements of the Navy. At the same time, we must improve the work-life balance and quality of service so our Sailors and civilians will enjoy meaningful job content, realize their important contributions, and have expanded opportunity for professional and personal growth.

The Navy's *Strategy for our People* is to provide overarching guidance for achieving a capabilities-based and competency-focused total-force workforce in synch with joint and Navy mission requirements. Commitment to our people, our number-one priority, has produced the best manpower and personnel readiness to date. Capitalizing on those successes, we will produce a more flexible and operationally capable Navy, with a workforce shaped to meet emerging needs and requirements, directly linked to force structure and combat capability, and supporting current and future mission accomplishment.

We will actively promote increased diversity at every level. Work will be more effectively distributed among active, reserve, civilian, and contractor personnel; utilizing the strengths of each. We will optimize the strengths of the Total Force while “incentivizing” the talents and behaviors needed for the mission.

Our goal is an affordable, experienced, better-educated, continually-ready force—active, reserve, and civilian—devoted to mission accomplishment, with more choice in assignments and more opportunity in careers, that leads to a healthy work-life balance. Indeed, the Navy will be recognized as the “employer of choice,” providing excellent quality of life and of service... an attractive team on which to serve... while selective about who is recruited, promoted, and retained.

Our mission force will only succeed if we can get people with the right competencies to the right place at the right time, with the right individual readiness and the right motivation... all at the best value.





SEA WARRIOR

Sea Warrior ensures that our training, education, and career-management systems provide for the growth and development of our people and enhance their contributions to our joint warfighting ability.

The primary Sea Warrior-Sailor interface is Navy Knowledge Online (NKO), an outstanding and ever-developing web-based resource available now. It will eventually encompass the full development of the Five Vector Model (5VM), and the Job Advertising and Selection Service (JASS) Career Management System (JCMS). Sea Warrior puts the right tools at our people's fingertips to make the right career development choices. The 5VM is the primary tool of a new Revolution in Training, bringing the Navy closer to its goal of pushing career ownership down to individual Sailors. 5VM provides the tools and resources to ensure a Sailor's career success. The JASS/JCMS is coupled to the 5VM. This program has enabled Sailors to look at available Navy opportunities and apply for career-enhancing Navy jobs.

To enable Sea Warrior, the Navy is integrating Manpower, Personnel, Training, and Education (MPT&E) into a single enterprise, creating a single, integrated business process to deliver optimally-trained and motivated Sailors to the Fleet.

We will realize the Sea Warrior transformation by combining the strengths of the current manpower, personnel, training, and education responsibilities into one aligned and centrally-managed and resourced organization that can realize efficiencies, improve capabilities, and increase agility. Sea Warrior will enable the Navy to create an agile, market-like approach to career management, where Sailors "compete" in a dynamic marketplace, providing the right Sailor to the right place, with the right skills, and the right motivation. The goal is to create a Navy in which our people are optimally assessed, trained, and assigned so they can contribute fully to mission accomplishment.



DIVERSITY

Tapping the diversity of the nation strengthens the Navy. From the Chief of Naval Operations down, Navy leadership is committed to improving the diversity of the service, up, down, and across the organization, especially in leadership and technical positions. Our initial goal is to improve the representation of both minorities and women in areas where there are currently shortfalls. We need to drive opportunities for women, improving female enlisted recruitment, development, promotion, and retention in technical skill sets and competencies. Minorities remain under-represented in our officer corps, and we need to develop a more diverse Navy leadership.

Although initial efforts are focused on the shortfalls previously described, overall Navy diversity principles are truly an effort to create and maintain the kind of environment in which we can attract and retain the best talent the nation produces. Because of generational, demographic and other external factors which will affect us in the future, we must succeed in creating the kind of Navy environment in which every Sailor and civilian can contribute their skills to increasing mission readiness, are encouraged to lead, and feel empowered to reach their personal and professional potential. Diversity is about ALL Navy personnel, and it is not about head count—it is about having maximum access to and retaining the talent and quality to meet our future missions.

A lot has been accomplished over the years, but we must continually improve and always strive to be better. Our enlisted force is much more diverse than America in general, and is becoming more educated and technical. Although our officer corps is on par with college graduate diversity levels in the United States, we must still make progress at the senior levels of the military and civilian corps. The Diversity Directorate under the Chief of Naval Personnel is charged with helping to create the kind of environment where our promotion, assignment, mentoring, development, and retention processes maximize career opportunities for each and every Sailor and civilian serving the Navy. All personnel are charged with leading, treating others with dignity and respect, and reaching back to mentor and guide those behind them.

We will not be able to do this overnight, but we will take giant steps each year and will remain steadfast in our efforts until we succeed.





OUR CHALLENGING MISSION...

A VISION OF PEACE... A REALITY OF POWER

The Navy has an unmatched history of success. While we take great pride in our history, we are also careful to learn from it. As Winston Churchill understood, “The further backward you look the further forward you can see.” Readiness is high. Maintenance is being performed faster and more efficiently. Recruiting and retention remain strong. Our people are motivated, well-trained and battle-tested. In addition to the critical strategic reserve forces we provide the country, there are some 4,000 U.S. Sailors on the ground in Kuwait, Afghanistan, and Iraq, and many thousands more are on board ships at sea: 24/7/365! As we move into the future, our mission is clear. We will organize, train, maintain, and equip combat-ready naval forces capable of winning the Global War on Terrorism—our number-one operational objective. We will deter hostility by would-be aggressors. We will preserve freedom of the seas and promote peace and security. Victory is the only acceptable outcome. We will not fail.

However, we cannot meet the challenge of this new era simply by sustaining today’s readiness and requirements. Our adversaries will not rest; our friends and allies cannot wait. We must build a force that can exercise Sea Power for the 21st Century. We must continue to transform, recapitalize, and modernize our Navy.

We will continue to pursue operational concepts for sea basing persistent combat power, moving beyond the requirement of securing military access, to deliver decisive joint capability.

We will align ourselves to best organize our people and resources across the Navy to support the Fleet, the training and education of our Sailors, and the synergies of the various levels of our organization.

We will understand and attack costs at every level of our Navy. We will seek innovative means to improve productivity, leverage joint solutions, and achieve the improvements necessary to ensure both our sustained combat readiness and our capability now and in the future.

We will adapt to the challenging world around us by getting out in front of it, by leading change, and by embracing the innovations and improvements needed to guarantee our future success. It is impossible to foresee or to fully comprehend all the challenges we will face. But by building a balanced force that is resilient and adaptable, with the depth of capabilities required to meet the demands of a multi-mission, multi-task environment, we can mitigate against these uncertainties.

This 2006 edition of the Navy’s annual program guide, *Sea Power for a New Era* provides comprehensive information on how the Navy is making the transformation from vision to strategy and policy to global operations. It is ultimately a guide to meeting the challenge... shaping the future... and achieving a clear vision for peace.